

Gremlin

Shop Talk

VOLUME 2, NO. 2

March, 1978



RESULTS CALL FOR COMMUNICATION

Questionnaires filled out by employees last month have been tabulated, and the results show lack of communication as GREMLIN's number one problem. Personnel Manager Linda Ross says the need for organization, cooperation, poor planning, management and cash flow problems were also named.

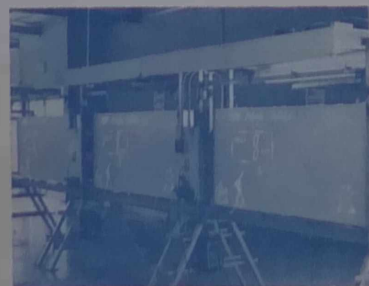
Anyone who would like to see complete results of the survey can do so at the Personnel Office.

RESULTS OF EMPLOYEE SURVEY - 1978

1. How would you rate GREMLIN as a place to work compared with other companies you know or have heard about?

- a) One of the best 17%
- b) Above average 35%
- c) Average 44%
- d) Below average 4%
- e) One of the worst 0%

2. How would you rate GREMLIN as a place to work compared to what it was when you started here?



The last of the PLAYBALLS were made on February 17. Room has to be made for progress, and the new PLAYBALL II will go into production next month, with new display fronts.

- a) Better now than it was 36%
 - b) Not as good as it was 17%
 - c) Almost the same 36%
 - d) No opinion 11%
3. What are your reasons for feeling that way?

BETTER THAN IT WAS

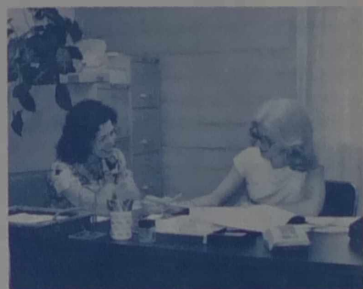
- "More work space, better facilities, nicer atmosphere"
- "Better building, clean, lunchroom"
- "Changes in management have been for the better"
- "Because I got a raise"
- "I feel that GREMLIN's management promotes good feelings between its employees"
- "The addition of the credit union"
- "The morale of the personnel working here is considerably better than at previous companies"
- "I began as a temporary and was treated as a temporary. This situation has improved lately (since becoming permanent)"

ALMOST THE SAME

- "Same communication problems"
- "Same erratic hours"
- "Communication has improved between workers and management, there is still a need for cooperation between departments"

NOT AS GOOD AS IT WAS

- "The bigger we get, the less communication we have. Too much emphasis is put on titles and levels of management. People don't know who they are working for"
- "I feel communication between upper management and management is breaking down"
- (in the past) "We worked as a team, we had a plan and we stuck to it — We had a good concept of company policy and direction"
- "The health benefits are gone"



Ronda McLehane and Personnel Manager, Linda Ross compile employee surveys.

"We have run out of credit with suppliers and cannot get parts in the house"

4. Considering your experience here as well as what you may know of other companies GREMLIN's size, how would you rate GREMLIN on each of the following:

Job Security		Benefits	
Very Good	15%	Very Good	14%
Good	42%	Good	37%
Average	33%	Average	39%
Poor	6%	Poor	9%
Very Poor	4%	Very Poor	1%
Pay		Advancement	
Very Good	4%	Very Good	9%
Good	18%	Good	28%
Average	51%	Average	43%
Poor	23%	Poor	13%
Very Poor	4%	Very Poor	7%
Working Conditions		Your Supervisor	
Very Good	13%	Very Good	49%
Good	47%	Good	31%
Average	34%	Average	17%
Poor	4%	Poor	Less than 1%
Very Poor	2%	Very Poor	3%

(continued on page 2)

SURVEY CONT.

(continued from page 1)

Fellow Workers		Work Standards	
Very Good	38%	Very Good	19%
Good	39%	Good	39%
Average	23%	Average	37%
Poor	0%	Poor	5%
Very Poor	0%	Very Poor	0%
Work Hours		Fairness	
Very Good	20%	Very Good	17%
Good	48%	Good	40%
Average	27%	Average	33%
Poor	5%	Poor	9%
Very Poor	0%	Very Poor	1%
Working Together			
Very Good	10%		
Good	39%		
Average	32%		
Poor	15%		
Very Poor	4%		

5. If you could begin working over again, in the same occupation as you're in now, how likely would you be to choose GREMLIN as a place to work?

- 1. Definitely would choose another company 4%
- 2. Probably would choose another company 11%
- 3. Wouldn't care if it was GREMLIN or some other company 45%
- 4. Definitely would choose GREMLIN 37%
- *5. Probably would choose GREMLIN 3%

6. How do you feel when you hear or read about someone criticizing GREMLIN or its products?

- 1. Doesn't really bother me 7%
- 2. It bothers me a little 19%
- 3. It bothers me quite a bit 36%
- 4. Never hear or read such criticism 38%

Communication

"Communication — I don't know who my direct supervisor is."

"Executives are too wound up to say hello and smile to employees."

"The gap that separates management and employees. The lack of faith employees have in management."

"Communication — nobody knows what anybody else is doing or what's going on."

"We must communicate better, the right (hand) doesn't know what the left (hand) is doing."

"Poor communication and direction from too many departments or no direction at all."

"No recognition. No one says, Hey you're doing a good job."

"I feel there is a great problem between

(continued on page 4)

GETTING TO KNOW

Have you ever wondered how a game idea gets from the inventor's head to the drawing board, or how long it takes?

GREMLIN's Documentation Department converts those ideas into game plan drawings. Department Supervisor *Ken Le Blanc* says an estimated 300 hours of drawings are necessary for each game.

These drawings explain how parts and electronic theory allow a game to work. They are designed to be cost efficient, effective and easy to follow.

There are basically three types of

drawings the Documentation Department produces: printed circuit design, mechanical design, and electro-mechanical layout.

Wynema Briedenbach is the department's printed circuit designer. *Wynema* designs printed circuit boards to fit the electronic packaging outlined by the inventor, Director of Research and Development, *Lane Hauck*.

Mechanical designers, *Gordon Smith* and *John Lobello* then design or specify the parts needed to perform indicated



Documentation Department: Supervisor *Ken LeBlanc*, *Karen Brewer*, *Lee Liptak*, *Wynema Briedenbach*, *Gordon Smith*, *John Lobello*.

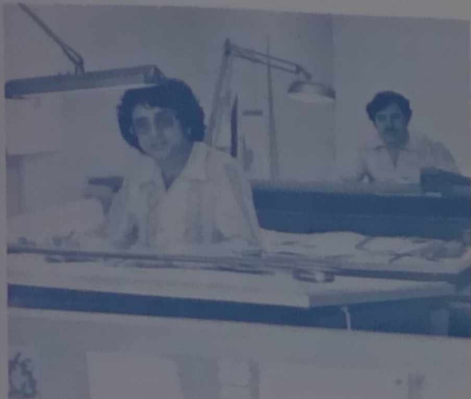


Wynema Briedenbach



John Lobello and Lee Liptak discuss designs.

WYOU...



Mechanical designers, John Lobello, Gordon Smith.



Documentation Control Clerk, Karen Brewer.



Ken LeBlanc checks work of Lee Liptak.

functions. These parts are selected to be used in repeated production.

Lee Liptak draws the game schematics. Schematics are functional drawings of an electronic component or theory. These drawings are essential to technicians who repair GREMLIN games.

As Supervisor, Ken LeBlanc serves as a liaison between Engineering and Manufacturing when the game ideas are being developed. Ken also schedules and assigns the tasks to be completed by the

department and reports their progress to others.

These people create the game plans which enable others to coordinate the manufacturing of a game. It's Karen Brewer's job as Documentation Control Clerk, to maintain these vital drawings, making sure they're current and accurate.

Each game that goes out the door is the result of hundreds of hours of planning, preparation and testing. GREMLIN's Documentation specialists ensure us the game ideas are sound and successful ones.

ON THE ROAD

GREMLIN Games Sales President Malcolm Bains will be attending two trade shows soon. The 1978 National Automatic Merchandising Ass. (NAMA) Western Exhibit will be held here in San Diego at Golden and Plaza Halls from March 31 to April 2. The Florida Amusement-Merchandising Ass. (FAMA) Convention will be held from April 7 through 9 in Orlando. Malcolm says at these conventions he'll introduce a new game invented by Director of Research and Development, Lane Hauck. Safari and DepthCharge will share the billing.

GREMLIN ANNIVERSARIES

1 Year

Del Grimes	3-7
Ethelma Simmerman	3-7
Gini Comins	3-14
Lee Liptak	3-14
Jan Arnell	3-28
Mike Berry	3-28

2 Years

Dee Rennan	3-10
C.A. Thomas	3-16
Bob Mitchell	3-23

4 Years

Tim White	3-25
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6 Years

Lynn Fogleman	3-4
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Let's all wish Arnold Madruga a belated Happy Anniversary. Arnold celebrated 2 years at GREMLIN last month.

CANDLES ON THE CAKE

March

Katherine Tierce	3-7
Nancy DeVincenzo	3-9
John Green	3-10
Chuck Newby	3-11
Allen Howeth	3-24
Flo Weaver	3-25
Leonard DeGroot	3-26
Carlito Lim	3-26
Sybil Wallace	3-28
David Myers	3-28
Bobbie Riggs	3-30

FOR SALE

According to General Manager, Gene Candelore, in the past GREMLIN employees have expressed interest in purchasing games for their homes. Games will now be available on a limited basis to employees who are interested in buying them.

There will be one game type per employee limit and not all games will always be available. For further information, contact Linda Ross in Personnel.

SURVEY RESULTS CONTINUED . . .

(continued from page 2)

management and employees as far as communication goes."

Organization

"Lack of organization and poor planning."

"Gremlin is working for the computer rather than having the computer work for the company."

"Not enough organization or communication. Too many trying to act like chiefs."

Money — Cash Flow

"lack of capital"

"Cash"

"The policy of saving a nickle and losing a dollar. You get what you pay for."

"Spending money foolishly. This form for example is wasted money."

"Money and lack of communication"

"Tight money situation. I believe Gremlin would give their employees higher wages etc. if they could."

Poor Planning

"Trying to mass produce games while the game itself is still being developed in Engineering."

"Lack of control and planning from the top down through the organization. Without a strong controller implementing and overseeing the functions of the company, too many departments are forced to implement their own procedures and priorities without having a larger view of how this will affect the rest of the company."

"Keeping schedules."

"Almost never having a clearly defined course of action."

"Planning — Sufficient time to do a job properly — the parts!"

"Instant decision making. Re-acting instead of acting."

"Lack of cohesive direction. We deal only on a crisis basis. No long term planning."

Management

"Upper management allowing inefficient or unqualified people to head departments crucial to Gremlin's success."

"Lack of direction."

"(Executive) management should let department managers do their jobs."

"The general manager is assuming too many hats. He doesn't let the managers to their jobs."

"Hire a qualified controller to oversee all

the financial needs of the company."

"Unrealistic goals."

"Lack of organization and cohesive management."

Parts Shortages

"I can't get what I need. When I finally do get it, it's too late and there isn't enough anyway."

"Parts Shortages!"

Pay

"Not fair enough pay."

"Being competitive salary wise with other companies"

"Pay should be better."

Cooperation

"Straighten out the cash flow problem and get management (lower, upper & executive) working together. Solve either one of the above and they both will be solved."

"I think we need to see the importance of what other departments are doing. We need to realize the importance of each department."

"Too little, too late, too many changes and no communication to the mid-management level to set direction and give guidance."

"I can't say enough about this fault finding process that goes on between supervision. It adversely affects the employees and is a waste of time."

"A divided company. There are a few departments who seem to work only for themselves, or to think that the rest of the company work for them."

"Communication between upper and middle management."

"Too much dissension between Gremlin and Noval."

THANK YOU

The GREMLIN employees who participated in the "Opinion Survey" expressed general satisfaction with GREMLIN Industries and many of its programs. There were, however, some areas that drew criticism.

The total number of answers received was well above average and large enough to assure conclusive results. I wish to thank all employees for their cooperation in making the survey a success.

In preparing the survey results, the Personnel Office had to sift through many pieces of information. Answers were put into broad categories and the results are shown in this issue of "Shop Talk".

The chief aim of the Opinion Survey was to give Management information on how the employees feel about their job, the company, and Management. This type of information helps access the effectiveness of company policies and programs designed to meet company objectives.

Favorable comments were overall satisfaction with the company, desire to remain with GREMLIN, benefits, job, personal and company security and immediate Supervisor.

One of the areas drawing critical comment was communications. Employees were critical in reward for performance, opportunity for advancement, confidence in higher Management, and the extent to which their abilities and interests are used.

Action on the "Survey" results will be reported from time to time to all employees. The opinions of each of you is important and helpful. One of the first actions has been the hiring of Mr. Pete Gorrie as Corporate Controller. Mr. Gorrie reported aboard on March 6 and has already begun looking into "cost effective" operation of GREMLIN. In time each department will have the opportunity of meeting Mr. Gorrie and working with him.

Gene A. Candelore
Vice-President, General Manager

WELCOME

GREMLIN welcomes two new employees — Purchasing Agent, Roger Krause who joined us Feb 1st and Corporate Controller, Pete Gorrie who assumed his new duties March 6th.



Standing in front of the last PLAYBALL game are: Wall Game Production Supervisor Mike Nolin, Lead Man John McKane, Michael Martin, Jim Widdell, Theresa Creamer, Kathleen Menard, Robert Van Valkenburgh, Guy Edwards, and Jim Borg.